

DRAFT (19 Mar 73)

SUBJECT: Employee Mobility Program

Few managerial issues have received more discussion and less action than that of personnel mobility within the organization. Most officials agree that movement is desirable, for obvious reasons of individual growth, maximum utilization, and strengthening the line of succession, but parochial interests and administrative barriers have acted as effective deterrents to significant or sustained action to achieve these objectives. We are now at a point where we must concentrate upon the development of on-board personnel resources. It is the responsibility of management at all levels to eliminate barriers and to take positive action both to expand opportunities for individual movement and to improve the organization's capability to move people quickly as needs arise. Systematic, planned action is required in both the short and long term.

The volume of movement that may be desirable can not be measured in statistical terms. Generally speaking, there is enough when operational needs and career development objectives are promptly and effectively served. There is too little when jurisdictional disputes or local managerial preference impede or defeat desirable moves.

The objectives of personnel mobility apply at all professional levels, with emphasis upon young employees in the formative years of their career development, and upper-level officers who are in or in the zone of consideration for key assignments. They are aimed at building strength in the employee body, and our first concern must be for the better people, those who rank in the top 20% or 25% of their respective categories. To ensure continuity of action, basic guide lines and procedures will be observed, as outlined below.

1. To carry out the purposes of the mobility program:

a. Each Deputy Director will establish a Directorate Reassignment Panel, chaired by a senior officer of his immediate staff.

b. An Agency Reassignment Committee will be established, chaired by the Director of Personnel, with membership to include the Chairmen of the Directorate Reassignment Panels. The Director of Personnel will provide a secretariat and necessary staff support. The Agency Reassignment Committee will report to the CIA Management Committee.

c. Responsibilities of the Directorate Reassignment

Panels will include:

(1) Identify Directorate officers with significant growth potential and plan developmental assignments between components of the Directorate to broaden individual experience.

(2) Identify employees who should be considered for assignment to another Directorate, and those who appear to have potential for ultimate senior Agency responsibilities, and provide information concerning these employees to the Agency Reassignment Committee.

(3) Identify positions within the Directorate which could be filled by assignment of employees from another Directorate.

d. Responsibilities of the Agency Reassignment Committee will include:

(1) Consider reassignment cases proposed by the Directorates and initiate action to provide for movement of personnel between Directorates for tours of duty.

(2) Recommend to Deputy Directors other courses of action if the Committee considers them more appropriate in individual cases.

(3) Monitor Agency progress in achieving mobility objectives, maintain current information on performance, and report periodically or as requested to the CIA Management Committee.

2. Each Deputy Director and Head of Independent Office will develop an annual projection of personnel movements into and out of components or Career Services under his jurisdiction. Projections will be submitted to the CIA Management Committee for each Fiscal Year as a part of the Annual Personnel Plan, beginning with FY 1974.

3. Henceforth, young professionals entering the Agency will be expected to serve in at least two functional areas or major components during their first five years on duty. Exceptions, e.g., on grounds of narrow specialization in a technical field, will require approval by a Deputy Director.